

# Re-Modelling of the Soft FM Service

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# Background

- Efficiency Savings required to be made as part of an overall Council Transformation Programme
- Just under £1m to be removed from the service budget

# Planning Stage

- Identified that there was no 'fat' across the Soft FM Service
- Focused on the staffing structure in schools and early years' establishments
- Reduction in the number of cooking kitchens

# Next steps

- VR/VER Exercise for all impacted staff
- Consultation with employees, Trade Unions and Stakeholders
- Operational Working Group established

# Outline Priorities

- Remove gender imbalance
- Provide a career path for Soft FM staff
- Uplift salary scales
- Improve work/life balance

# New Model

- Removed traditional cleaning, catering and janitorial roles
- Created new flexible posts to cover all tasks in schools and early learning centres

# What we had to do.....

- Create a new training plan for all staff
- Carried out Go-pro clips on a school-by-school basis for all bespoke tasks.
- Implementation of suited locks system across all establishments

# COVID!!!!

- March 2020 – Covid
- VR/VER exercise already underway
- All Council Transformation Projects paused



# Implementation

- All employees given opportunity to choose the option for their new roles
- Recruitment exercise for promoted posts
- Options exercise for matching across to new roles

# Benefits

- All employees now have flexibility in their contracts and can carry out all tasks within schools
- Improved gender balance across all roles
- Improved opportunities for promoted posts
- Improved relationships with stakeholders through local management

# Challenges

- Recruitment
- Unpicking previous local arrangements
- Lack of face-to-face engagement with staff due to Covid
- Volume of work for HR and Recruitment colleagues

*Any questions?*